



#InvestEUresearch

Horizon 2020 Work Programme for Research & Innovation 2018-2020

How to prepare a good proposal

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Research Executive Agency

Research and
Innovation

QUALITY = key to success

Demonstrate WHAT – WHY – HOW !

An **excellent idea** is the basis of a good proposal
but **is not sufficient....**

The **expected impacts** and **implementation aspects**
are as important !

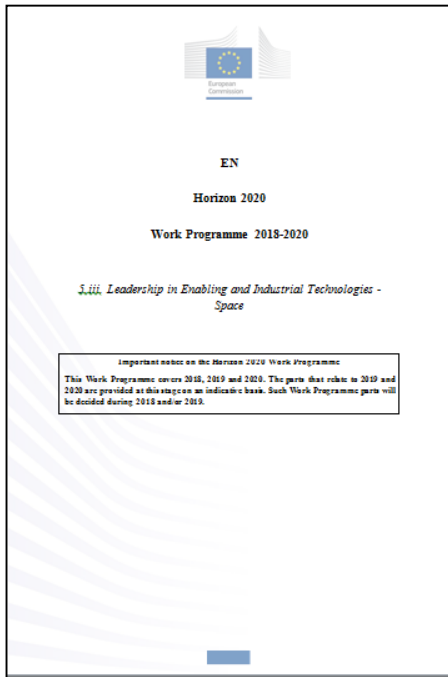
The proposal should excel in **each single criterion !**

Be specific in your objectives and expected impacts
and clearly demonstrate how you aim to implement
and sustain them

QUALITY = key to success

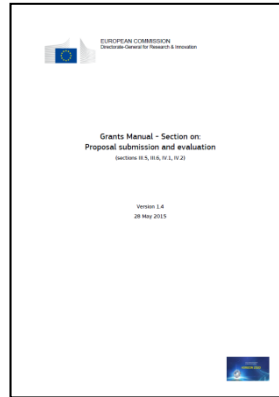
Call Content

- Open or top-down Topics
- Budget availability



H2020 Rules

- Eligibility
- Admissibility



Evaluation criteria

<p>1. Excellence</p> <p><i>Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:</i></p> <ul style="list-style-type: none"> Clarity and pertinence of the objectives Soundness of the concept, and credibility of the proposed methodology Extent that the proposed work is beyond the state of the art, and demonstrates innovative potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models) Appropriate consideration of interdisciplinary approaches and, where relevant, use of (transferable) knowledge and greater dimensions in research and innovation content <p>Comments:</p>	<p>Score 1: Threshold 17</p>
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<p>2. Impact</p> <p><i>Note: The following aspects will be taken into account:</i></p> <ul style="list-style-type: none"> The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work's programme under the relevant topic; Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society Quality of the proposed measures to: <ul style="list-style-type: none"> exploit and disseminate the project results (including management of IPR) and to manage research data where relevant communicate the project activities to different target audiences <p>Comments:</p>	<p>Score 2: Threshold 10</p>
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<p>3. Quality and efficiency of the implementation*</p> <p><i>Note: The following aspects will be taken into account:</i></p> <ul style="list-style-type: none"> Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables Appropriateness of the management structures and procedures, including risk and innovation management Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise <p>Comments:</p>	<p>Score 3: Threshold 10</p>
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* Experts will also be asked to assess the operational capacity of applicants to carry out the proposed work. 2

<p>Agreement of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role</p> <p>Comments:</p>	<p>Total score (1+2+3) Threshold 37/37</p>
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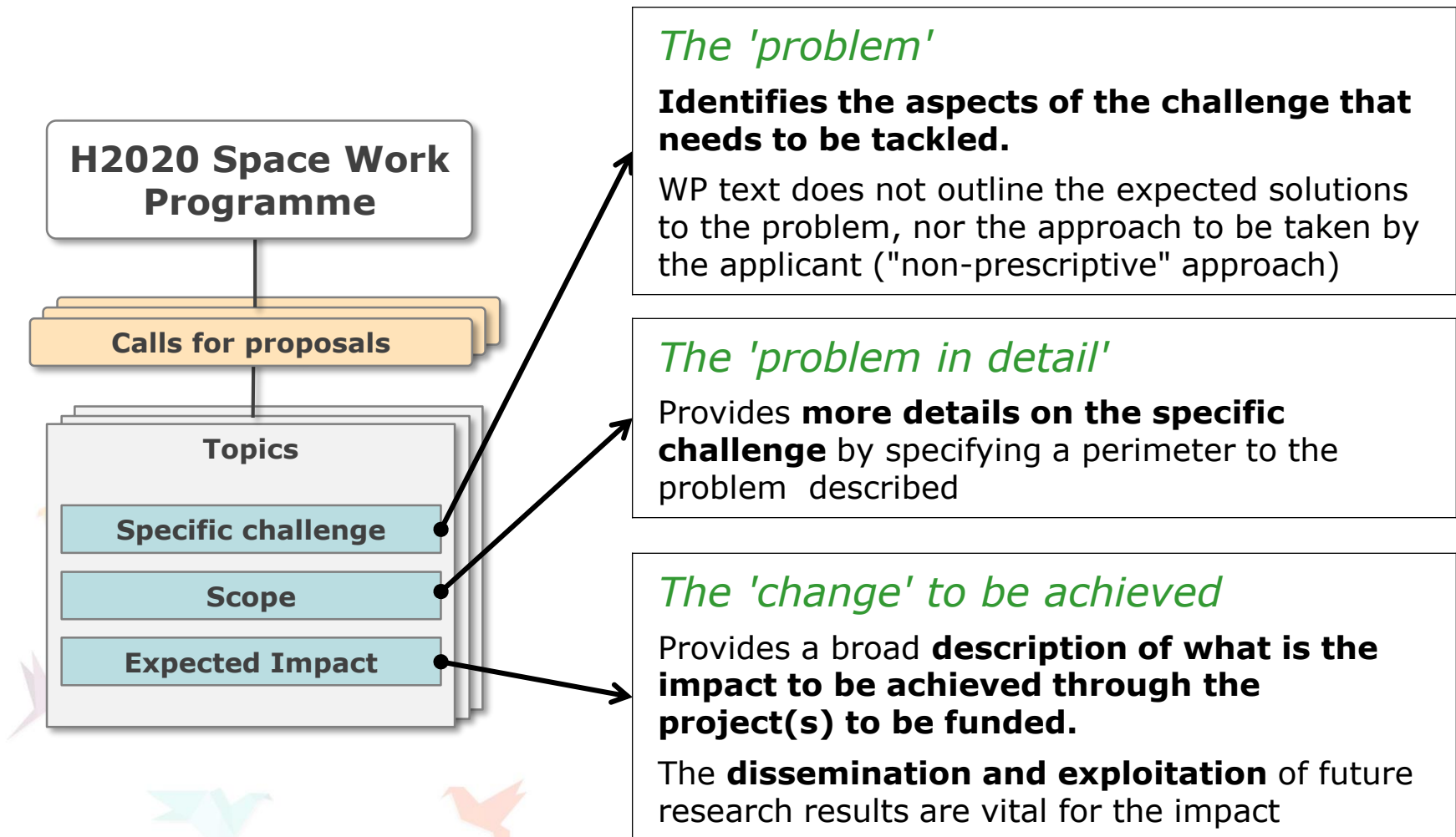


Proposal structure

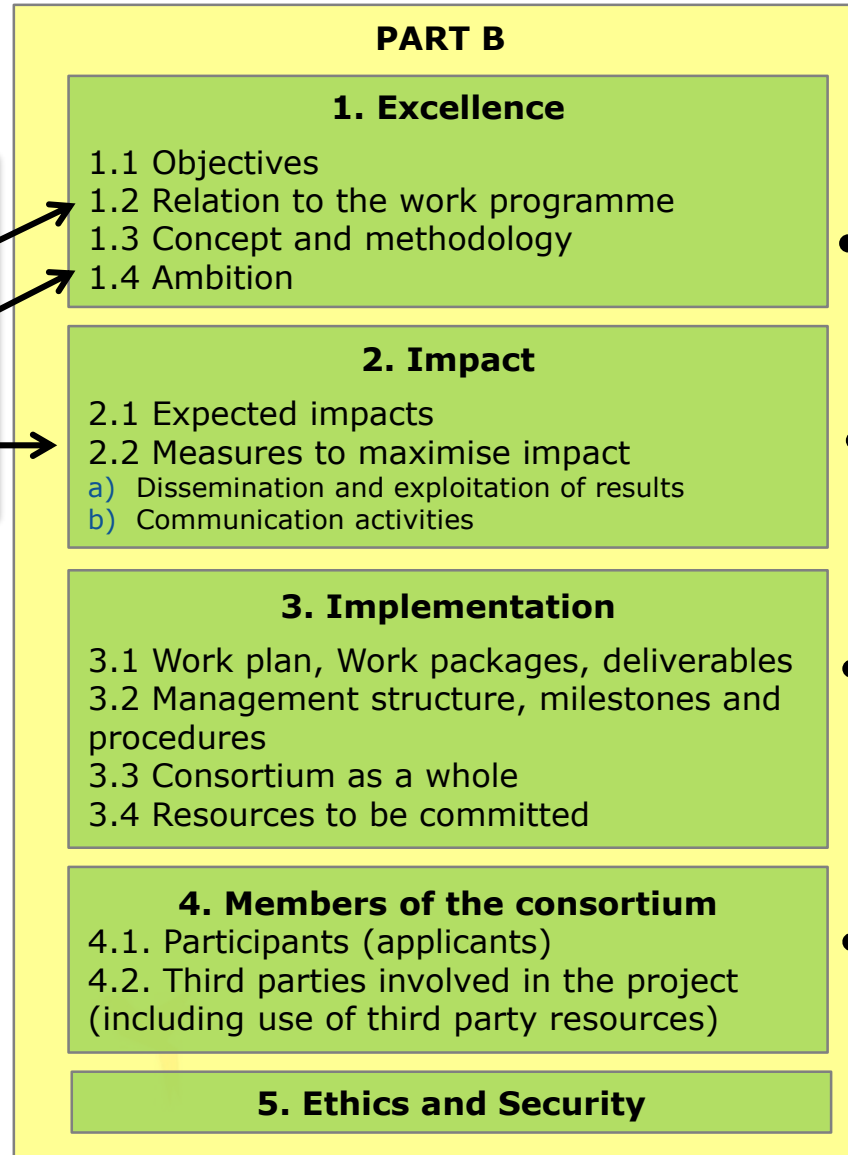
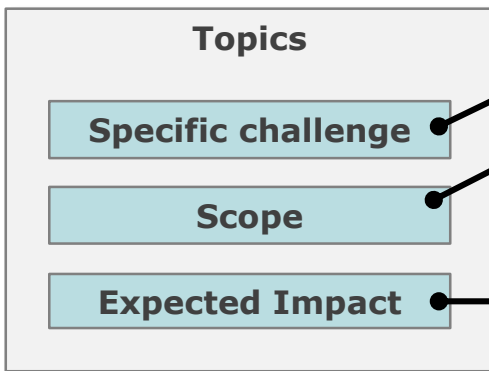
CALL topics

Carefully read the Topic text + additional documents:

proposal should answer scope and expected impacts of the Call topic



Topic – Proposal – Evaluation Criteria



1. Excellence

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:

- Clarity and pertinence of the objectives
- Suitability of the concept, and reliability of the proposed methodology
- Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new subjects, services or business and organisational models)
- Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender dimension in research and innovation content

Comments: _____

Score 1: _____
Threshold 1.1: _____

2. Impact

Note: The following aspects will be taken into account:

- The extent to which the outputs of the project would contribute to each of the respective impacts mentioned in the work programme under the relevant topic
- Any additional impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
- Quality of the proposed measures to:
 - exploit and disseminate the project results (including management of IP) and to manage research data where relevant
 - communicate the project activities to different target audiences

Comments: _____

Score 2: _____
Threshold 2.1: _____

3. Quality and efficiency of the implementation²⁰

Note: The following aspects will be taken into account:

- Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables
- Appropriateness of the management structure and procedures, including risk and innovation management
- Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise

Comments: _____

Score 3: _____
Threshold 3.1: _____

²⁰ Experts will also be asked to assess the operational capacity of applicants to carry out the proposed work. 2

- Appropriateness of the allocation of roles, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role

Comments: _____

Total score (1-2-3): _____
Threshold 10.1: _____

1. EXCELLENCE

PART B - 1. Excellence

1.1 Objectives

clear, measurable, realistic and achievable within project duration

1.2 Relation to the work programme

explain how your proposal addresses the **specific challenge and scope of the work programme topic**

Crt 1.1 - Clarity and pertinence of the objectives

- Are the objectives clear, measurable, realistic and achievable within project duration?
- How does the proposal address the specific challenge and scope of the work programme topic?



1. EXCELLENCE

PART B - 1. Excellence

1.1 Objectives –

clear, measurable, realistic and achievable within project duration

1.2 Relation to the work programme

explain how your proposal addresses the specific challenge and scope of the work programme topic

1.3 Concept and methodology

(a) Concept

- Describe and explain the **overall concept** + main ideas, models or assumptions involved.
- **Technology Readiness Levels**
- **Links with other projects/activities**
- Identify any inter-disciplinary considerations and, where relevant, use of stakeholder knowledge;

(a) Methodology

- Describe and explain the **overall methodology**

Crt 1.2 - Soundness of the **concept,**

- *Is the concept of the proposal sound (i.e. based on models or assumptions which are valid and convincing)?*

and credibility of the proposed **methodology**

- *Does the proposal show that the proposed methodology is appropriate and effective for achieving the stated objectives?*



BE CAREFULL with **TRL ≥ 5 + plan well the activities needed to reach it**

- *Is the initial and targeted Technology Readiness Level (TRL) properly described and realistically achievable with the project proposed?*

1. EXCELLENCE

PART B - 1. Excellence

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(a) Concept

- Describe and explain the overall concept + main ideas, models or assumptions involved.
- Technology Readiness Levels
- Links with other projects/activities
- Identify any inter-disciplinary considerations and, where relevant, use of stakeholder knowledge;

(a) Methodology

- Describe and explain the overall methodology

1.4 Ambition

- **advance beyond the state-of-the-art**
- extent the proposed work is **ambitious**
- Describe the **innovation potential**

Crt 1.3 - Extent that proposed work is *beyond the state of the art*

- *Is the state of the art is well researched and presented and to what extent does the proposed work go beyond the state of the art?*

- *Is the proposed work ambitious enough to be innovative, without being so ambitious that it is not feasible?*

and demonstrates *innovation potential*

- **RIA:** *Which are there ground-breaking objectives, novel concepts and approaches proposed and to what extent are they innovative?*

- **For IA/ high TRL RIA:** *Which are there new products, services or business and organisational models proposed and to what extent are they innovative?*

1. EXCELLENCE

PART B - 1. Excellence

1.1 Objectives –

clear, measurable, realistic and achievable within project duration

1.2 Relation to the work programme

explain how your proposal addresses the specific challenge and scope of the work programme topic

1.3 Concept and methodology

(a) Concept

- Describe and explain the overall concept + main ideas, models or assumptions involved.
- Technology Readiness Levels
- Links with other projects/activities
- Identify any **inter-disciplinary considerations** and, where relevant, **use of stakeholder knowledge**;

(a) Methodology

- Describe and explain the overall methodology

1.4 Ambition

- advance beyond the state-of-the-art
- extent the proposed work is ambitious
- Describe the innovation potential

Crt 1.4 - Appropriate consideration of interdisciplinary approaches

- Are relevant inter-disciplinary approaches (i.e. the integration of data, techniques, tools or concepts from two or more disciplines e.g. natural sciences, technology, engineering, economics, social sciences) considered in the proposed concept?

and, where relevant, use of stakeholder knowledge

- Who are the stakeholders (e.g. potential **USERS** or **CUSTOMERS** or other groups or organisations with an interest in the results of the proposed project)?
- How does the proposal demonstrate that the consortium will get relevant knowledge from them (e.g. organizing workshops with users, discussing with customers, participating in relevant working groups etc.)?
- How will their knowledge be used?

and gender dimension in research and innovation content.

2. IMPACT

PART B - 2. Impact

2.1 Expected impacts

- **each of the expected impacts** mentioned under the relevant topic
- any substantial impacts not mentioned in the work programme
- Describe any barriers/obstacles, and any framework conditions

Crt 2.1 - The extent to which the outputs would contribute to the expected impacts listed in the work programme under the relevant topic

- *How much would the proposal contribute to each of the expected impacts mentioned in the work programme?*

Expected Impact:

- Establish sustainable supply chains for innovative Earth observation value added products and services with demonstrated commercial value and targeted client communities;
- Establish sustainable supply chains for innovative Earth observation value added products and services with demonstrated innovative technology;
- Demonstrate complete integration, based on international standards, into the customer's existing business processes and processing chains, as well as the economic viability of the application;
- Enhance European industry's potential to take advantage of market opportunities and establish leadership in the field, as well as boost business activity;
- Lead to new or improved products, processes or services on the market, which are capable of generating a significant turnover and creating new jobs.

2. IMPACT

PART B - 2. Impact

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- each of the expected impacts mentioned under the relevant topic
- any substantial impacts **not mentioned in the work programme**
- Describe any **barriers/obstacles, and any framework conditions**

Crt 2.2 - Any substantial *impacts not mentioned in the WP*, that would enhance *innovation capacity*; create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society

- *Are there any other substantial impacts not mentioned in the work programme which are described in the proposal and are relevant to the issues listed above?*

2. IMPACT

PART B - 2. Impact

2.1 Expected impacts

- each of the expected impacts mentioned under the relevant topic
- any substantial impacts not mentioned in the work programme
- Describe any barriers/obstacles, and any framework conditions

2.2 Measures to maximise impact

a) Dissemination and exploitation of results

- **draft 'plan for the dissemination and exploitation** of the project's results'
- Business plan where relevant
- Outline the strategy for knowledge management and protection (incl IPR)
- Open Research Data -> information on how the participants will manage the research data generated and/or collected during the Project

a) Communication activities

- **promoting the project and its findings**
-> tailored to different target audiences, including groups beyond the project's own community

Crt 2.3 - Quality of proposed measures to

- exploit and disseminate project results (including IPR, manage research data where relevant)

- Assess the quality of the "draft Plan for the Exploitation and Dissemination of the project's Results (PEDR)" with respect to the specific measures to be implemented both during and after the end of the project.

- Is the plan to disseminate project results to audiences who might use the results in their own work (e.g. Presentations in conferences, publications in peer review journals etc.) appropriate?

- **communicate the project activities to different target audiences**

- Are activities to communicate project activities to multiple audiences beyond the project's own community (media, public etc.) included? How are these tailored to the needs of various audiences?

2. IMPACT

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- each of the expected impacts mentioned under the relevant topic
- any substantial impacts not mentioned in the work programme
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- Open Research Data -> information on how the participants will manage the research data generated and/or collected during the Project

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- promoting the project and its findings
- > tailored to different target audiences, including groups beyond the project's own community

Crt 2.3 - Quality of proposed measures to *exploit* and disseminate project results (including **IPR, manage research data where relevant)**

- *Is the strategy for the management of IPR appropriate? Does it describe the main background IPR needed to carry out the project, its ownership and accessibility, authorisation to use Third Party rights, and the ownership principles that will govern the project results?*

Management of Intellectual Property Rights

Demonstration of specific measures in scope ownership, access/use, etc. *during* and *after* the project:

1. Identify your **own background** (*data, know-how and/or information held or identified by participants prior to their accession to the action*)
2. Verify if **background of third parties** is needed. If yes, what are their access rights? Need for authorisation to use and exploit the results?
3. Check the state-of-the-art: **existing patents**? E.g. via database provided by the European Patent Office: *Espacenet*

1. Specify the **ownership of the results**: Who owns what? Any transfers? On which conditions?
2. Is there a need to **protect the results**? If yes, assign cost. Ensure appropriate access and usage right for key IP during AND after the project (results & background)

A short reference to the IPR "to be developed in the Consortium Agreement" is not sufficient

2. IMPACT

PART B - 2. Impact

2.1 Expected impacts

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Crt 2.3 - Quality of proposed measures to exploit and disseminate project results (including IPR, manage research data where relevant)

- *If research data is generated, does the proposal identify the types of data that will be generated, the standards that will be used, how the data will be exploited and/or shared/made accessible for verification and re-use?*

Open access to research data

- Open research data sharing applies to the **data needed to validate the results presented in scientific publications** + Additionally, projects can choose to **make other data available** open access
- Proposals need to describe their approach in a **Data Management Plan** (DMP), included as a deliverable in the project
- Costs related to data management and data sharing are eligible for reimbursement during the project duration
- Now by **default obligatory** for all new topics **except if they decide to opt-out** for example for commercial or security reasons (see WP Annex L). Projects can opt-out at any stage.
- Proposals will not be evaluated more favourably for participating or penalised for opting out.

≠ Open Access to scientific publications

is an **obligation under H2020** => **online access at no charge to the user** to peer-reviewed scientific publications

- **Self-archiving**: 'traditional' publication plus deposit of manuscripts in a repository ('Green OA')
- **OA publishing**: immediate OA provided by publisher ('Gold OA')

2. IMPACT

PART B - 2. Impact

2.1 Expected impacts

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- any substantial impacts not mentioned in the work programme
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Crt 2.3 - Quality of proposed measures to *exploit* and disseminate project results (including IPR, manage research data where relevant)

⚠ BUSINESS PLAN - IA

- *is a business plan included?*
- *Is that plan properly considering the competition, pricing, revenue streams and financial forecasts?*
- *is this plan realistic?*

Preliminary Business plan

The purpose of the preliminary business plan is **to demonstrate the commercial potential of the product and/or service** (offering) and **describe how this potential will be realised.**

Horizon 2020

Template for:

Preliminary Business Plan

LC-SPACE-EGNSS-1-2019-2020 (IA)
DT-SPACE-EGNSS-2-2019-2020 (IA)
SU-SPACE-EGNSS-3-2019-2020 (IA)

Please follow the structure of this template when preparing the Preliminary Business Plan.

Page limit: The document should not be longer than 10 pages. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers). Please do not regard the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

Preliminary Business Plan is applicable for the following topics: LC-SPACE-EGNSS-1-2019-2020, DT-SPACE-EGNSS-2-2019-2020, SU-SPACE-EGNSS-3-2019-2020.

The document will be considered as an annex to the part B and should be coherent with the proposal.

Please upload it as a separate document in the PDF format.

- **Define the proposed offering:** the product and/or service; target market sector.
- **Review the market sector,** its: structure; size; drivers; market and technology trends.
- **Assess the competition:** main players, their current offerings and market share.
- **Describe the innovation** of the proposed offering in the context of the competition and the sector's needs.
- Summarise **potential business model(s)** together with possible entry price(s) and costs.
- **Assess the key risks to market entry** and possible options for **risk mitigation.**
- Outline, graphically, the **roll-out of the offering:** timescale; sales growth; market share.

3. IMPLEMENTATION

PART B – 3. IMPLEMENTATION

3.1 Work plan – Work packages, deliverables

- **overall structure** of the work plan
- timing of the different work packages **Gantt chart**
- detailed work description (**WP, deliverables**, etc..)
- Pert chart or similar (**inter-relation of the WPs**)

← **Crt 3.1 Quality and effectiveness of the *work plan*, including extent to which *resources assigned in work packages* are in line with objectives/deliverables**

- *How good is the overall structure of the work plan?*
- *Have the different work packages been scheduled and linked appropriately? Are their inter-dependencies clear?*
- *Are milestones and deliverables well defined and appropriately timed?*
- *Are the work packages and associated tasks sufficiently described to provide a good understanding of the work involved and justify the proposed resources to be allocated?*

3. IMPLEMENTATION

PART B – 3. IMPLEMENTATION

3.1 Work plan – Work packages, deliverables

- overall structure of the work plan
- timing of the different work packages Gantt chart
- detailed work description (WP, deliverables, etc..)
- Pert chart or similar (inter-relation of the WPs)

3.2 Management structure, milestones and procedures

- **organisational structure** and **the decision-making mechanisms** + why they are appropriate to the complexity and scale of the project.
- where relevant, **innovation management**
- Describe **any critical risks**, relating to project implementation + **mitigation measures**

Crt 3.2 - Appropriateness of management structures and procedures, including risk and innovation management

- Are the described organisational structure and decision making mechanisms appropriate to the scale and complexity of the project?
- Are the management procedures, including quality management and conflict resolution, appropriate to the scale and complexity of the project?
- Are critical internal and external risks related to project implementation described with appropriate mitigation measures and severity/probability estimates?
- has innovation management been appropriately addressed in the management structure and work plan (I.e. does the proposal show how any scientific or technological inventions or advances will actually be turned into relevant concrete innovations with specific practical or commercial advantages over existing solutions)?

3. IMPLEMENTATION

PART B – 3. IMPLEMENTATION

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3.2 Management structure, milestones and procedures

- organisational structure and the decision-making mechanisms + why they are appropriate to the complexity and scale of the project.
- where relevant, innovation management
- Describe any critical risks, relating to project implementation + mitigation measures

3.3 Consortium as a whole

- Describe the **consortium**
- Describe the **contribution of each partner**
- If a participant requesting EU funding is based in a country or is an international organisation that is not automatically eligible for funding, **explain why the participation of the entity in question is essential to carrying out the project**

Consortium



Crt 3.3 - Complementarity of the participants which the *consortium* as a whole brings together expertise

- How is the complementarity of the participants described?
- Does the consortium bring together the necessary expertise for the project?



Third country or international organisation not eligible for funding

3. IMPLEMENTATION

PART B – 3. IMPLEMENTATION

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- overall structure of the work plan
- timing of the different work packages Gantt chart
- detailed work description (WP, deliverables, etc..)
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- organisational structure and the decision-making mechanisms + why they are appropriate to the complexity and scale of the project.
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- Describe any critical risks, relating to project implementation + mitigation measures

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- Describe the consortium
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- If a participant requesting EU funding is based in a country or is an international organisation that is not automatically eligible for funding, explain why the participation of the entity in question is essential to carrying out the project

3.4 Resources to be committed

- table showing **number of person/months required**
- table showing '**other direct costs**' for participants where those costs exceed 15% of the personnel costs

Crt 3.4 - Appropriateness of allocation of tasks, ensuring that all participants have a **valid role and **adequate resources** in the project to fulfil that role**

- Does each partner have a valid role and adequate resources (both effort and budget) to fulfil that role?



AVOID EMPTY SHELLS !

- If "Other Direct Costs" exceed 15% of personnel costs:
 - a. have they been explained adequately?
 - b. Are these costs "reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency"(Art. 6.1.)?

If any of the work will be subcontracted to third parties, has this been justified convincingly?

3. IMPLEMENTATION

PART B – 4. Members of the consortium

4.1. Participants (applicants)

- a description of the legal entity and its main tasks
- a curriculum vitae + profile of the persons
- a list of up to 5 relevant publications, and/or products, services
- a list of up to 5 relevant previous projects or activities
- a description of any significant infrastructure and/or any major items of technical equipment

4.2. Third parties involved in the project (including use of third party resources)

- Does the participant plan to **subcontract** certain tasks (please note that core tasks of the project should not be sub-contracted)
- Does the participant envisage that part of its work is performed by linked third parties
- Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)

Crt 3.3 - Complementarity of the participants which the **consortium** as a whole brings together expertise

Crt 3.4 - Appropriateness of allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role

Subcontract/Contract/Other direct costs

Subcontracting (article 13 GA)

- Subcontracts concern the implementation of action tasks
 - Procedure ensuring the best value for money and avoiding conflict of interests
 - the eligible cost is the price charged to the beneficiary, no indirect costs
- > Explain well the reason for subcontractors, especially if the related costs are high, and be careful with predefined subcontractors !

≠ Contracts to purchase goods, works or services (article 11 GA)

Similar to subcontracting (Procedure ensuring the best value for money and avoiding the conflict of interests), but concern rather small services and not project tasks (ex. renting, CFS, website) and are budgeted under other direct costs (25% indirect costs)

very high Other Direct Costs

For example this is NOT sufficient for the experts to judge if the costs are "reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency"(Art 6.1):

Other goods and services	€650,000	EEE (€400,000) Parts (€50,000) Mechanics (€100,000) Testing (€100,000)
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5. Ethics & Security

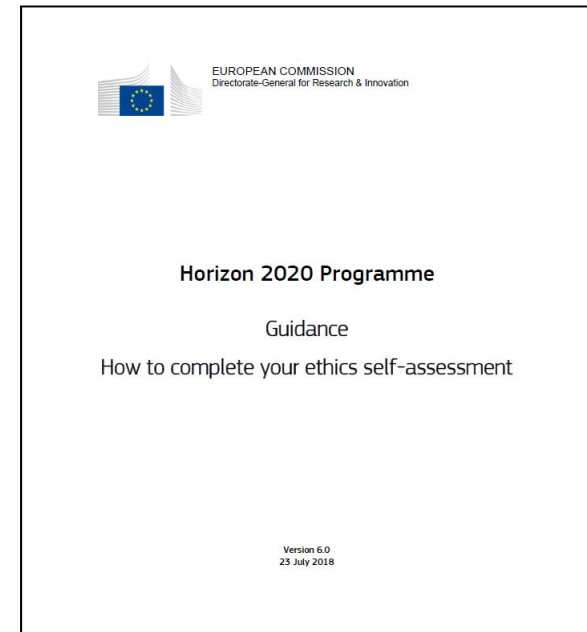


- Each applicant is responsible for:
 - ✓ **identifying any potential ethics issues**
 - ✓ detailing how they plan to address them in sufficient detail already **at the proposal stage** so to conform to national, European and international **regulations**

Part A in SEP – ethics self-assessment + Part B section 5

Does this research have the **potential for military applications**?

- Exclusive civilian focus of the research must be demonstrated. **Do you need export licenses (for dual use items)?** e.g., GNC, TPS etc.
- Risk mitigation strategies for:
 - **Mission creep**: change of focus toward military
 - Leak of "sensitive" information (**misuse**)
- Does the participation of **Third Countries**, i.e. non-EU, beneficiaries, raise ethical issues? Export/Import Control?



The Regulation: Council Regulation (EC) No 428/2009 of 5 May 2009 setting up a Community regime for the control of exports, transfer, brokering and transit of dual-use items: http://trade.ec.europa.eu/doclib/docs/2009/june/tradoc_143390.pdf

Innovation

Innovation potential : (e.g. ground-breaking objectives, novel concepts and approaches, **new products, services or business and organisational models**).

Enhancing innovation capacity : (Any substantial impacts not mentioned in the WP, that would enhance innovation capacity; create new market opportunities, strengthen competitiveness and growth of companies, ..)

- Addressing **barriers/obstacles**, and any **framework conditions** such as **regulation and standards**;
- of the participating organisations/research community by enabling **new processes or partnerships** beyond the project consortium.

Innovation management = is a **process** which requires an understanding of both market and technical problems, with a goal of **successfully transfer the innovations developed**.

- *Is innovation management clearly assigned?*
- *How will innovation management be taken care of?*
- *Are concrete innovation tools identified? ...*

<p>1. Excellence</p> <p><i>Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:</i></p> <ul style="list-style-type: none"> • Clarity and pertinence of the objectives • Soundness of the concept, and credibility of the proposed methodology • Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models) • Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge <p><u>Comments:</u></p>	<p>Score 1: Threshold 3/5</p>
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<p>2. Impact</p> <p><i>Note: The following aspects will be taken into account:</i></p> <ul style="list-style-type: none"> • The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic; • Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society; • Quality of the proposed measures to: <ul style="list-style-type: none"> ➤ Exploit and disseminate the project results (including management of IPR), and to manage research data where relevant. ➤ Communicate the project activities to different target audiences <p><u>Comments:</u></p>	<p>Score 2: Threshold 3/5</p>
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<p>3. Quality and efficiency of the implementation*</p> <p><i>Note: The following aspects will be taken into account:</i></p> <ul style="list-style-type: none"> • Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables; • Appropriateness of the management structures and procedures, including risk and innovation management; • Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise; • Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role. <p><u>Comments:</u></p>	<p>Score 3: Threshold 3/5</p>
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Total score (1+2+3)
Threshold 10/15

Optimise your chances to success



Understand the domain and its challenges

R&D but also market, IPR and regulations, competition

Be clear and explicit

Evaluators must judge only what they read and not on the proposal potential. They have limited time

Do a mock evaluation

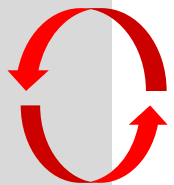
Ask a colleague to conduct a self-assessment of the proposal against each evaluation sub-criterion. If you don't find the right answer easily in the text, the evaluators won't find it either!

Optimise available time to prepare your proposal

- Last minute preparations are often reflected in a lower quality which largely reduces the changes in success;
- Start a draft early + Submit on time
- Incomplete submission is not an Obvious Clerical Error
- Late submission in IT system = inadmissible proposal. Deadlines are strict!

Resubmission

- Check carefully the call topic as it may have slightly changed from previous call
- See if your proposal is still up to date as 2-3 years is a long time in science / technology



Do not be afraid of letting the Commission see the abstract of your proposal in order to help us identify the best possible expert.

References

Call pages: <http://ec.europa.eu/research/participants/portal/desktop/en/opportunities>

Grants Manual - Section on: Proposal submission and evaluation

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/pse/h2020-guide-pse_en.pdf

Guidance for evaluators of Horizon 2020 proposals

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/pse/h2020-evaluation-faq_en.pdf

Templates for mock evaluations:

http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/ef/h2020-call-ef-ria-ia-csa_en.pdf

H2020 reference documents:

http://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html

Communication guidelines for projects:

http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf

Guide on beneficiary registration, validation and financial viability check Manual:

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-data-management/open-access_en.htm

ETHICS

How to complete your ethics Self-Assessment:

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf

Ethics Issues Table template:

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/ethics_rit_en.pdf